

University Examinations April 2012

EXAMINATION FOR THE DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

UCU 101: Fundamentals of Management

DAY&DATE: MONDAY 16TH APRIL 2012

TIME: 2 HOURS 9.00 A.M - 11 A.M.

INSTRUCTIONS:

ANSWER QUESTION ONE (COMPULSORY 25MARKS) AND ANY OTHER THREE QUESTIONS (EACH 15 MARKS)

1. THORNDIKE ENTERPRISES

Thorndike enterprises is a manufacturer of communication equipments. In the last three years, their market share increased from 20% to 30%. This made the company management to increase the salaries of the employees by 10% according to one's job grade. The management had the hope that this would lead to high levels of motivation amongst the employees and therefore lead to increased productivity.

During the mid-year reviews the supervisors realized that majority of the employees' performance was way below that of the previous years. The quality of products was also low and customer's complaints had increased considerably. The supervisors got concerned since they realized that this might lead to loss of clients and reduce efficiency through re-work and rejection of some products.

In the meantime the top management has also realized that there is a problem but are unaware of its nature. They are considering putting all the employees on a piece rate system to boost productivity. One of the senior managers Mr. Musa is of the opinion that doing so might lead to further deterioration in quality. He is proposing that before a decision is arrived at, there is need to get the opinion of the employees. Another senior manager Mr. James believes that the employees should be threatened with dismissal if they fail to perform according to expected standards. He believes that they have become lazy and only threats can make them return to productivity. Meanwhile, Mr. Musa's argument is appealing to some managers who have agreed

that there is need for an attitude survey to be carried out among the employees. The attitude survey has revealed the following;

- 1) Supervisors' rating is very low. Majority of the employees are full of resentment of their supervisors.
- 2) The employees feel that the pay increase was inequitable and inadequate in light of increased cost of living.
- 3) Employees working conditions have deteriorated

Required;

- (a) With reference to the qualities of an effective supervisor and effective supervision, explain why employees would resent the kind of supervision described in the case. (10 marks)
 - (b) If you were the CEO of Thorndike Enterprises, what would you do to ensure that the organization remains competitive? (5 marks)
 - (c) Rewards and punishment are not the only means through which employees' productivity can be enhanced. Discuss this statement listing how managers can motivate employees, using other methods. (10 marks)
2. (a) Define the term Management (2 marks)
- (b) Explain the managerial roles according to Henry Mintzberg (10 marks)
- (c) Distinguish between efficiency and effectiveness (3 marks)
3. Discuss the contributions and limitations of the Scientific School of management by F W. Taylor to modern management. (15 marks)
4. Write short notes on the following functions of management:
- (a) Planning (3 marks)
- (b) Organizing (3 marks)
- (c) Staffing (3 marks)
- (d) Leading (3 marks)
- (e) Supervision (3 marks)
5. Describe the nature of management under the following sub headings;
- (a) Management as a discipline (5 marks)
- (b) Management as an art (5 marks)
- (c) Management as a science (5 marks)
6. With the aid of a well labelled diagram, distinguish the levels of management citing clearly the type of skills required for effective performance at each level. (15 marks)